

MULTIMEDIA



UNIVERSITY

STUDENT IDENTIFICATION NO

--	--	--	--	--	--	--	--	--	--

MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 2, 2015 / 2016

BHR3154 - LEADERSHIP

(All sections / Groups)

29th FEBRUARY 2016

2.30 p.m. – 4.30 p.m.

(2 Hours)

INSTRUCTIONS TO STUDENTS

1. This question paper consists of **FOUR (4)** pages with **TWO (2)** sections only.
2. Section A: **ONE (1)** Case Study. Attempt **ALL** questions.
Section B: **FOUR (4)** Structural Questions. Attempt **THREE (3)** questions.
3. Please write all your answers in the answer booklet provided.

SECTION A: CASE STUDY (40 marks)**Growing Leaders**

How important are excellent leaders to organizations? If you were to ask 3M CEO George Buckley, he'd say extremely important. But he'd also say that excellent leaders don't just pop up out of nowhere. A company has to cultivate leaders who have the skills and abilities to help it survive and thrive.

3M's leadership development program is so effective that in 2010 it was number three on the list of BusinessWeek's "Top 20 Companies for Leadership" and in 2009, Chief Executive magazine and Hay Consulting Group named the company the best at developing future leaders.

What is 3M's leadership program all about? About 8 years ago, the company's former CEO (Jim McNerney, who is now Boeing's CEO) and his top team spent 18 months developing a new leadership model for the company. After numerous brainstorming sessions and much heated debate, the group finally agreed on six "leadership attributes" that they believed were essential for the company to become skilled at executing strategy and being accountable. Those six attributes included the ability to "chart the course; energize and inspire others; demonstrate ethics, integrity, and compliance; deliver results; raise the bar; and innovate resourcefully." And now under Buckley's guidance, the company is continuing and reinforcing its pursuit of leadership excellence with these six attributes.

When asked about his views on leadership, Buckley said that he believes leaders differ from managers. "A leader is as much about inspiration as anything else. A manager is more about process." He believes that the key to developing leaders is to focus on those things that can be developed—like strategic thinking. Buckley also believes that leaders should not be promoted up and through the organization too quickly. They need time to experience failures and what it takes to rebuild.

Finally, when asked about his own leadership style, Buckley responded, "The absolutely best way for me to be successful is to have people working for me who are better. Having that kind of emotional self-confidence is vital to leaders. You build respect in those people because you admire what they do. Having built respect, you build trust. However hokey it sounds, it works." And it must be working as the company was named the number one most admired company in the medical and other precision equipment division of Fortune's most admired ranking for 2009.

(Adapted from: A. Bernasek, "World's Most Admired Companies," Fortune, March 22, 2010, pp. 121+; "Selected Results from Best Companies for Leadership Survey," Bloomberg BusinessWeek Online, February 16, 2010; J. Kerr and R. Albright, "Finding and Cultivating Finishers," Leadership Excellence, July 2009, p. 20; D. Jones, "3M CEO Emphasizes Importance of Leaders," USA Today, May 18, 2009, p. 4B; G. Colvin, "World's Most Admired Companies 2009," Fortune, March 16, 2009, pp. 75+; and M. C. Mankins and R. Steele, "Turning Great Strategy into Great Performance," Harvard Business Review, July–August 2005, pp. 64–72.)

Continue...

QUESTIONS

- (a) What do you think about Buckley's statement that leaders and managers differ?
Do you agree? Why or why not? (15 marks)
- (b) Which leadership characteristics of Buckley are revealed in this case?
List and describe. (15 marks)
- (c) To function effectively, leaders must use power effectively, including applying
political tactics to acquire and retain power.

Describe the **TWO (2)** types of power Buckley used as a CEO? (10 marks)

(Total: 40 marks)

Continue...

SECTION B: STRUCTURED QUESTIONS (60 marks)

Choose **THREE (3)** questions only.

QUESTION 1

The Board of Siemens Electronics has decided that quality circles must be introduced throughout the whole organisation quickly.

A quality circle is composed of workers, usually under the leadership of an elected team leader. The group is trained to identify, analyse and solve work-related problems and present their solutions to management in order to improve the performance of the organisation.

Suggest **FIVE (5)** influence tactics that may be used to gain the acceptance of employees.

(20 marks)

QUESTION 2

If ever an airline has suffered from bad press it is Malaysia Airlines. The airline has suffered two of the biggest air disasters in history in a period of four months – MH370 (which has yet to be found) and now MH17 shot down by a missile over Ukraine by Russian backed separatists. Even before these twin disasters, the airline was suffering severe financial losses.

Discuss **FIVE (5)** leadership attributes and behaviors essential in Malaysia Airlines leaders to successfully lead the organization through this crisis.

(20 marks)

QUESTION 3

(a) Why is direction setting still an important leadership behavior in an era of empowerment and shared leadership?

(10 marks)

(b) Describe any two actions a leader might take to bring about employee engagement.

(10 marks)

Continue...

QUESTION 4

Yummy Canteens has the contract for provision of food services to a large hospital. The operation consists of more than 50 people, including seven managers and 40 canteen staff. Numerous complaints have been made about the standard of food provided by Yummy Canteens, and absenteeism among canteen staff has increased. There are difficulties in stock ordering and little communication between employees, with the result that the canteen frequently runs short of food. Teamwork and employee morale low.

Provide **FIVE (5)** recommendations to the leaders at Yummy Canteens to foster teamwork among employees.

(20 marks)

End of Paper